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ABSTRACT

The superintendency is often described as an unpleasant, even impossible, job. This book examines the changing conditions that affect the superintendency, presents strategies for easing the burden, and offers guidance from practitioners. The first part defines the superintendency and places it within its contemporary context. In the six chapters in part 2, superintendents discuss the internal and external challenges that they face daily, such as negotiating community politics and controversy, responding to reform goals and mandates, coping with financial constraints, and resolving conflicts with school boards. The third part addresses what superintendents will need to do if schools are to achieve success in the future, such as building community alliances, developing district capacity, and motivating systemic change. The final part provides a glimpse of what the new paradigm of education will look like and offers some strategies for creating 21st century schools. Appendices contain information on superintendent responsibilities, an American Association of School Administrators (AASA) statement that outlines common ground for the improvement of public education, and components of the campaign for reform of central-office functions. An index is included. (Contains 225 references.) (LMI)

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